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we cherish the Bay Area and seek to assure
its beauty, livability, economic strength, and
the opportunities it affords those who live here.
We have concluded, however, that these qualities
are in jeopardy because . . .*

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THE
COMMISSION
REPORT

... we have no effective means for addressing the problems that cross city and county boundaries. Only by some changes in the structure of government in the region can we tackle increasing traffic congestion, long commutes between home and job,

ALAMEDA



CONTRA COSTA



MARIN



NAPA



SAN FRANCISCO



SAN MATEO



SANTA CLARA



SOLANO



SONOMA





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DATE: May, 1991

TO: The People of the San Francisco Bay Area

On behalf of the 31 members of the Bay Vision 2020 Commission, I am pleased to send you this report on our work thus far.

As with most people in the region, we cherish the Bay Area and seek to assure its beauty, livability, economic strength, and the opportunities it affords those who live here. We have concluded, however, that these qualities are in jeopardy because we have no effective means for addressing the problems that cross city and county boundaries. Only by some changes in the structure of government in the region can we tackle increasing traffic congestion, long commutes between home and job, shortages of affordable housing, loss of valued open space to urban sprawl, predictable air pollution, and deterioration of our economic base.

We fear that present development trends, unless otherwise channeled, will result in a region that emulates Los Angeles rather than insures the character long associated with the Bay Area.

Our Commission was formed late in 1989. The Convenors* of our Commission asked us to make a one-year, independent examination of the ways in which the nine-county Bay Area is growing in population

* Elected officials of city and county government in the Bay Area, and the Regional Issues Forum created by the Bay Area Council and the Greenbelt Alliance.

and changing in character. They also asked us to adopt a general vision for the Bay Area in the year 2020, and to recommend measures to achieve our vision.

We issued a draft report at the end of 1990 and asked for comments on it. We received a wide variety of thoughtful suggestions and ideas. Several people, including a number in local governments, asked us to continue working for a few more months to seek further consensus on several issues that are unresolved in this report. We have agreed to do so. Thus we intend this report to help frame further public discussions in the Bay Area, leading to legislation. As we said in our draft report, we expect to continue working to support such legislation and other measures necessary to put our recommendations into effect.

Our Assignment

Our Commission was asked to focus primarily on those issues that we noted above. These were our primary concerns. But we also recognized the strong public interest in other issues such as improving public education, providing help for the homeless, combating drugs, etc. In short, the Convenors asked that our first priority be issues of land use, housing, transportation, the regional economy, and environmental quality. But the Convenors also said that

BAY VISION 2020 COMMISSIONERS

CHAIR

Ira Michael Heyman

Professor of law and city and regional planning, UC Berkeley; former chancellor of the University of California at Berkeley.

VICE CHAIRS

A.W. Clausen

Chairman of the Executive Committee, BankAmerica Corporation.

Pamela W. Lloyd

Member of the San Francisco Bay Regional Water Quality Control Board; chair of the Marin Conservation Corps.

Richard J. Rios

Deputy executive director of the Redevelopment Agency of the City of San Jose.

COMMISSIONERS

Gordon Chin

Executive director, Chinese Community Housing Corporation, San Francisco.

Sara Conner

Chair, Castro Valley Municipal Advisory Council; former president of the Bay Area League of Women Voters.

our priorities and our recommendations should support efforts to improve education, revitalize inner cities, and help with the region's multiple social concerns.

Our Diversity

When the Convenors appointed our Commission, they made clear that we had been chosen intentionally to be a diverse group of Bay Area citizens. Our vocational backgrounds and experience include business and industry, agriculture, housing and commercial development, finance, education, conservation, and various aspects of public service. Some of us are involved with the concerns of specific constituencies, such as Asian-Americans, Hispanic-Americans, African-Americans, and the Lesbian and Gay community. Many of us are actively seeking solutions to a broad array of economic and social concerns. We come from cities, suburbs, and rural areas; and we represent the racial, ethnic, cultural, and geographic spectrum of the Bay Area.

Naturally, with this much diversity, we began our work with different outlooks and points of view. But as we got to know each other, and as we worked together to learn how the Bay Area is changing, we began to find a striking amount of consensus. Indeed, all of us have learned much from this process, in which we have met for two full afternoons a month and have spent countless additional hours in reading, discussing, and thinking about regional matters.

Nevertheless, there are still some things about which we differ. Some members of our Commission disagree (and, in a few cases,

BAY VISION 2020 COMMISSIONERS

Paul De Falco, Jr. Former regional administrator of the Environmental Protection Agency; president of the Bay Area League of Women Voters.	Yvette del Prado Vice president, education and public affairs for Tandem Computers, Inc. in Cupertino; former superintendent of the Cupertino School District.	Armando F. Flores Superintendent, Bellevue Union School District in Sonoma County; former Mayor of Rohnert Park.	Gloria S. Gee Controller, Pacific Gas & Electric Co.	Peter B. Giles President and CEO of the Technology Center of Silicon Valley.
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disagree strongly) with individual conclusions and recommendations in this draft report. As I've noted before, we expect to continue our efforts in 1991 to see whether we can find further common ground, but total agreement on everything may not be possible. In the areas where we have not thus far found complete consensus, we mirror the divergence of views among Bay Area residents generally.

For example, we have noted that current forecasts predict an increase in the Bay Area's population from the current 6 million to well over 7 million by the year 2020. Some of us have concluded that there is a point beyond which the Bay Area's population must not be allowed to grow if the natural resources of the Bay Area are to be protected adequately. Others of us believe that such a population limit is neither desirable nor possible to achieve. Still others believe that the issue is not population growth itself, but the need to manage development so that natural resources are not degraded as population increases. All of us agree, however, that the environmental impacts of an increasing population and an expanding economy will require a new, more comprehensive ability to plan and make regional decisions for the Bay Area.

Our General Principles

Despite some philosophical disagreements, we have general support for three basic principles:

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David L. Goodman
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Affairs and Marketing
Services for Clorox
Corporation, Oakland.

S. Reid Gustafson
President of Northern
California Division of
Shea Homes.

Mary E. Handel
Executive director of the
Napa County Farm
Bureau and the Napa
Valley Grape Growers
Association.

Aileen C. Hernandez
Urban consultant, San
Francisco.

James C. Hormel
President of Equidex,
Inc., San Francisco.

1. We all seek a prosperous economy, a livable environment, and a harmonious society. More and more, however, it is obvious that we will not achieve these goals by chance, particularly during a time of sizable population growth. We will need to manage growth and change if we are to achieve the economic benefits of growth and also to protect the Bay Area's natural resources. We will need, for example, to channel and encourage development in some areas and to discourage or prevent it in others.
2. The Bay Area will continue to have many kinds of communities. But, as part of our diversity, we will need adequate densities and concentrations, both in areas where people live and in areas where they work. This is essential to make public transit financially possible and attractive to people. A new regional emphasis on public transit will be required, along with the necessity of decreasing private vehicle trips, and stronger community commitments to increasing the density of development.
3. We in the Bay Area have no shortage of government but we do not have government organized to do what is needed for the future. We seek not more government, but better, more efficient government. Thus we advocate: (a) vigorous leadership in Sacramento to establish state growth-management policies and to provide ways to finance schools, transportation systems, and other infrastructure; (b) a new, nine-county Bay Area agency for

BAY VISION 2020 COMMISSIONERS

Melvin B. Lane

Former chairman of Lane Publishing Co., publisher of Sunset Magazine and Books.

Glenn H. Larnerd

Vice president, Manufacturing, General Products Division, and site general manager of IBM, San Jose.

Lynette Jung Lee

Executive director of the East Bay Asian Development Corporation, Oakland.

Robert A. Mang

Founder and president of Advance Design Technologies; board member and immediate past president of the Greenbelt Alliance.

J. David Martin

President of The Martin Group, land developers.

growth management that would initially combine three existing major regional agencies --the Bay Area Air Quality Management District, the Metropolitan Transportation Commission, and the Association of Bay Area Governments; and (c) local government planning and decision-making effectively exercised in conformity with state and regional growth-management policies.

Our Report

In this report we do three things:

First, we list the major findings and conclusions that have resulted from our year of discussions of regional issues with knowledgeable, experienced people from the Bay Area and throughout the nation.

Second, we outline our goals for what the Bay Area should be like in the year 2020 --our vision of a desirable future for the Bay Area.

And, third, we propose the governmental and other means needed to make this vision a reality.

Our recommendations build on existing institutions, propose

BAY VISION 2020 COMMISSIONERS

David L. Nichols
Former county manager
of San Mateo County.

Martin Paley
Management consultant,
San Francisco.

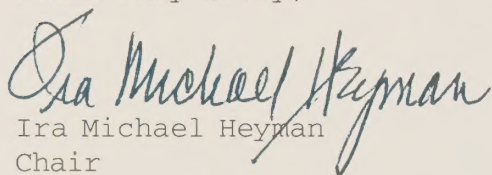
Robert H. Power
Chairman of the Nut Tree
Partnership, Vacaville.

David M. Reiser
President of the Santa
Clara and San Benito
Central Labor Council.

Martin J. Rosen
President of the Trust
for Public Land.

bold steps where these are required, and are at the same time practical. We recognize that not everyone will agree with every aspect of our recommendations. We urge readers to focus less on individual details than on the broad objectives we seek to achieve. We intend our report to stimulate discussion about regional issues, not to provide final answers. Our report is thus a beginning, not an end, and we pledge our further efforts, as individuals, to work with the Convenors and with other interested Bay Area citizens to achieve the vision we set forth in this report.

Yours very truly,


Ira Michael Heyman
Chair

BAY VISION 2020 COMMISSIONERS

Dwight C. Steele
Board member of the
Save San Francisco Bay
Association.

Geraldine F. Steinberg
President of Enshallah
Developments; former
Santa Clara County
supervisor.

Rev. Chester B. Tollette
Pastor of the Davis
Chapel Christian
Methodist Episcopal
Church, Richmond.

Scott F. Wylie
Director of Communica-
tions for Raychem
Corporation, Menlo Park.

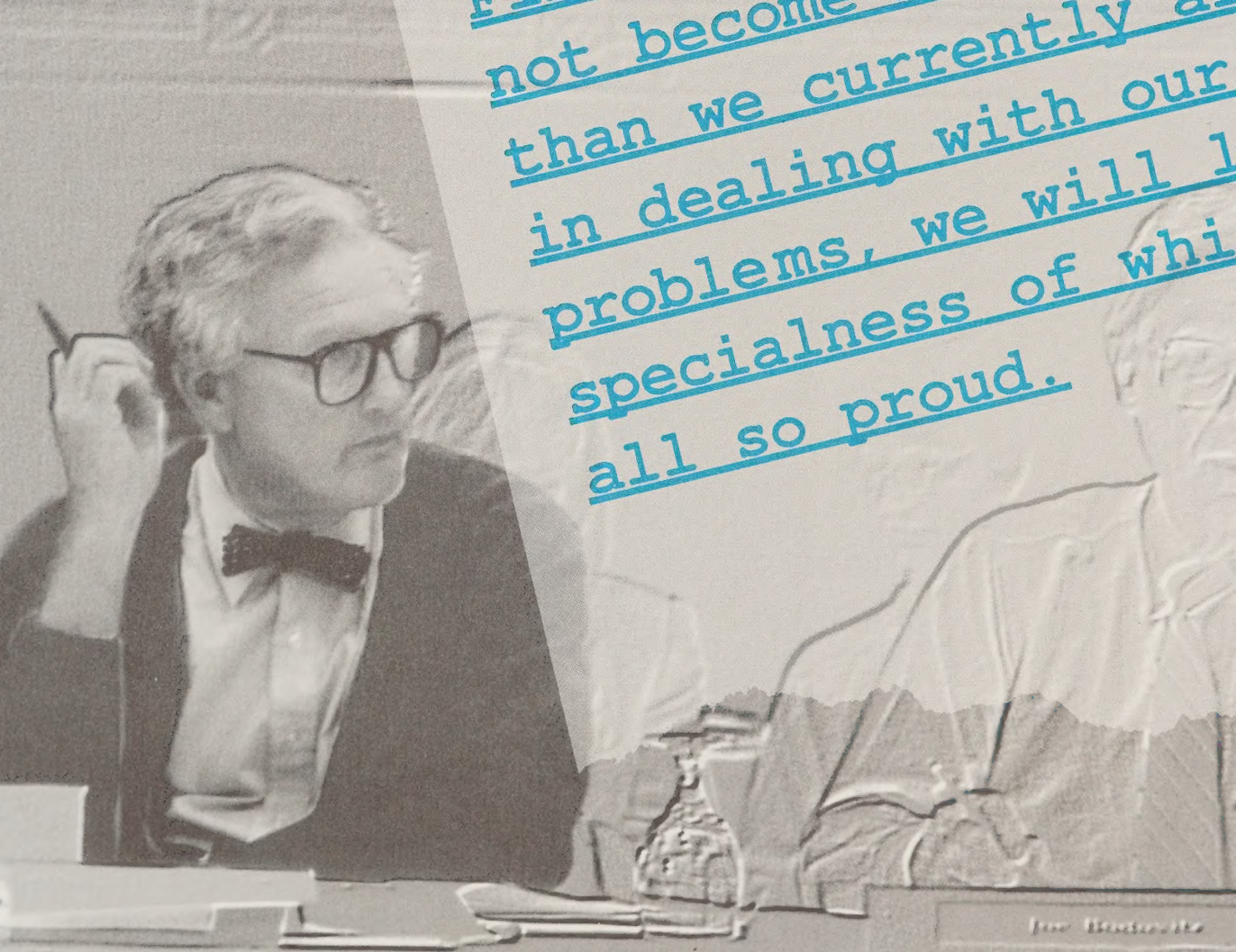
Beth Wyman
Former mayor and coun-
cil member in Morgan
Hill; grants coordinator
for housing and com-
munity development for
Santa Clara County.

The Nine Counties Bordering San Francisco Bay



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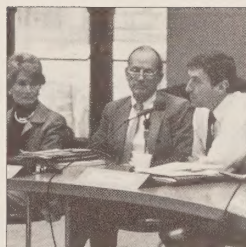


I do not become more than we currently are in dealing with our problems, we will lose the specialness of which we are all so proud.

Joe Biden

Government!
Why

gional
that
we are



Findings and Conclusions

Our central conclusion is that, in the nine Bay Area Counties, we must improve our ways of managing growth or we will lose many of the qualities that make this region such a special place.

one

The Bay Vision 2020 Commission was formed because of growing public concern about the increase in highway and freeway congestion, shortages of affordable housing, a possible lessening of our economic competitiveness, air quality damaged by the exhausts of internal combustion engines, and the unnecessary loss of open space. Without better recognition of our interdependencies in managing patterns of development in the Bay Area, we are likely to have a future with much more of the same conditions that concern us today.

In the Bay Area we have plenty of government, but it is not adequately coordinated.

two

The region has nine counties, 98 cities, and 721 special districts (not counting school districts). Many of these special districts are multi-county and some are regionwide. Most of these governmental units have taxing authority. But we have yet to create a democratic, responsive, and accountable political structure to address our regional interdependencies. Increasingly, our cities and counties make land use decisions to maximize tax revenues, not to carry out other planning goals. Inadequate incentives exist to encourage construction of affordable housing. And there are few political incentives for local officials to make difficult decisions in the broad regional interest rather than in the local interest.

In many ways, the nine counties that border on San Francisco Bay are a single, interdependent region.

three

But many Bay Area residents do not fully understand this linkage. Most of us do not think much about “regional” issues. Yet increasingly we are used to living in one community, working in another, shopping in a third, and traveling to still others for a symphony, a ball game, a visit to friends or relatives, or traveling across the region to reach the ocean or the Sierra. And all of us recognize that when we are some distance from home and are asked where we live, we are as apt to say “the Bay Area” as to name the city or county where we live.

We are regional in at least four general ways: environmental, economic, functional, and governmental.

four

The first may be the easiest to understand: San Francisco Bay is a single body of water that touches all nine counties; changes in one part of it can affect waterways miles away. Similarly, air pollutants from one place in the Bay Area are blown by the winds to many others. And our land is a regional resource. Economically, our cities and counties compete with each other for jobs and development within the region, but we also have a regional economy that competes with other regions of this country and with other areas in the global economy. Functionally, we have a regional array of freeways, transit systems, and patterns of land use that determine how we travel around the region. And governmentally, we have a variety of nine-county, single-purpose agencies (to regulate regional air quality, Bay filling, water quality, transportation funding, etc.). But we have no multi-purpose agency that can deal effectively with issues of broad regional importance.

At the same time, our communities are diverse, and we have many issues that are better dealt with locally or “subregionally” (by groups of cities and counties).

five

In addition, many things that concern people in the Bay Area also affect adjoining counties. People commute to jobs in the nine counties from Lake, Mendocino, Merced, Monterey, San Benito, San Joaquin, Santa Cruz, Stanislaus, and Yolo Counties. Thus, some people would define the Bay Area as now consisting of at least 14 or 15 counties. There is no question that the search for affordable housing has led large numbers of people who work in the nine-county region to live in these contiguous counties. But defining the Bay Area to include all of them would have little practical value. Rather, (a) the Bay Area should continue to be defined as the

nine counties bordering on San Francisco Bay; (b) those of us who live in the nine counties should recognize the ways in which we are increasingly linked to adjoining counties; (c) these counties should be invited to take part in regional and subregional planning on issues of mutual concern such as housing and transportation; and (d) the Bay Area's efforts to manage its growth should not result in exporting problems to adjacent counties.

If present trends continue, the Bay Area's population will increase.

six

In 1990, there were approximately 6 million people in the nine Bay Area counties. The Association of Bay Area Governments (ABAG) forecasts an increase to about 7 million in the year 2010, and more by 2020. Some people say that this increase in population could be reduced by actions taken over the next decades to limit growth, and that this should be done to protect natural resources in the Bay Area. Others believe that any such limits would be economically and socially damaging. There is, however, general agreement that, pending further public debate about this issue, it is important to incorporate projections of population increase into regional planning. In this planning, the challenge to the region is to manage the positive and negative implications of future population growth to maximize benefits while minimizing costs.

The population will be more diverse.

seven

Some time in the next 20 or 30 years, if present trends continue in our region and in the rest of urbanized California, all of us will be members of "minority" groups. This greater diversity will strengthen the Bay Area. The Population Reference Bureau in Washington, D.C. forecasts that the nine-county population by the year 2030 will be about 8 percent African-American, 26 percent Asian-American, 25 percent Hispanic-American, and 41 percent non-Hispanic white. The projected changes in

the make-up of our population have important consequences: we not only need economic growth and environmental protection, we also need to insure a harmonious society as our diversity grows.

Our growth patterns at present emphasize low densities, both for housing and for businesses.

eight

Higher development densities would accommodate growth and leave more land for open space. Data developed by ABAG indicate that we continue to settle the Bay Area at approximately the same overall density as we have in the past — eight residential units per acre. As our population and businesses grow, and our density of settlement does not, we convert sizable amounts of undeveloped land each year.

Projected population changes indicate that cities with the highest rates of projected growth are at the region's edge. All Bay Area cities with projected growth rates over 30 percent (from 1990 to 2005) are outside the core of the region, except for Emeryville.

Our growth patterns also emphasize the movement of both housing and jobs to the edges of the region.

nine

The Bay Area has an older, urbanized core consisting of San Francisco, most of eastern San Mateo County, the San Jose area, and western Alameda and Contra Costa Counties. Jobs in the Bay Area have increasingly moved to workplaces outside the older urbanized core. In some cases this may create a better balance of jobs and housing within a subregion.

The suburbanization of jobs, however, also has negative effects. A UC Berkeley study concluded in 1989 that more suburbanites live farther from their workplace

today than a decade or more ago when the preponderance of jobs was in inner cities. One impact of dispersed employment is increased commute travel. Another is that commuting increasingly takes place along secondary roads not designed to handle the volume of traffic they must now accommodate. And a third is that job opportunities move away from low-income residents of central cities.

In addition, dispersed development requires costly new infrastructure, which must be built even though usable infrastructure is often already available in older communities.

Housing prices dictate many aspects of Bay Area life, and the search for affordable housing increasingly leads to long commute trips.

ten

Late in 1990 the California Association of Realtors reported the median price for a detached single-family home in the Bay Area was approximately \$245,000. Although resale prices have fallen slightly from record 1989 levels, fewer than 15 percent of those entering the market for a single-family home (newcomers to the

BAY
VISION
2020



COMMISSION PURPOSE
Adopt a general vision for
the year 2020,

MEETING AGENDA

July 23, 1990

MetroCenter, Oakland

1. Call to Order
2. Staff Report
3. Speaker and Commission Discussion

--Leo Bazile, attorney and member of
land City Council, will discuss soc
issues in the Bay Area, and ways in
of growth and d

Bay Area, first-time buyers, expanding families) could afford a typically-priced home. The Commission was told that the average price of a home in Modesto (Stanislaus County) early in 1990 was \$129,000. Many buyers of these homes, and others like them in outlying counties, work in the Bay Area. It appears that housing prices lead many people employed in the Bay Area to accept the disadvantage of long commute trips and to live outside the nine counties.

Many of us live in rental units and in multi-unit buildings, but over the last decade, the rate at which multi-family housing is constructed has not increased. The Bay Area rental market is also expensive or unaffordable to many of us. In October, 1990, the median advertised rent for a two-bedroom apartment in the urbanized Bay Area core was \$755 a month, with a high of \$950 in San Francisco and a low of \$600 in the East Bay. Despite rising rental costs in outlying counties, renters too may find it more affordable to live outside the region's urbanized core.

“Fair share” housing goals, by which communities plan for a reasonable share of the region’s needed housing, represent important efforts to build housing for people of all incomes throughout the Bay Area.

eleven

But few communities have achieved these goals. If the “fair share” strategy is to work, sensible targets will need to be set and communities will have to be held accountable for meeting them. Communities will also need help in determining the best ways for them to meet the goals (for example, higher residential densities, inclusionary zoning, working more with non-profit builders, and zoning vacant commercial or industrial land for housing where appropriate).

In addition, cities need incentives to overcome their fiscal concerns that housing in general produces relatively little in tax revenues compared to the costs of providing services for its residents. Moreover, some communities are concerned that they may be required to accept a disproportionate amount of the region’s affordable housing.

*H*omelessness is increasing in the region,
and funding is needed to cope with it.

twelve

HomeBase, a regional support center concerned with the homeless, using the number of AFDC temporary shelter approvals as a base, estimates that more than 220,000 individuals were homeless in the Bay Area at some time in 1989.

Communities need funding help to provide housing for people whose needs cannot be met by the private market. Incentives are needed for communities and neighborhoods to include such housing.

*A*ir quality in the Bay Area does not meet the standards of federal and state laws, and it is becoming more and more obvious that air quality, housing, transportation, and land use are not separate issues but, on a regional level, are closely linked.

thirteen

For example, housing and workplaces planned at greater densities, and in closer proximity, as part of a regional land use planning process would make public transit more feasible. This would mean fewer automobile trips, and that, in turn, would mean less air pollution from automobile engines. As long as automobiles are powered by internal combustion engines, there will be a need to reduce automobile travel and to reduce the use of single-occupant vehicles if current air quality standards are to be met. Moreover, reduction for truck travel trips will also be necessary.

At present there is no regional framework by which locally-undesirable land uses (or LULUs) can be sited.

fourteen

A regional plan would provide a basis for siting landfills, airports, and other needed regional installations on a "fair share" basis. But at present regional needs may be resolved inappropriately or go unmet entirely.

A number of states and metropolitan areas have enacted programs to manage growth more effectively, but none provides an exact model for the Bay Area.

fifteen

There is much to learn from other areas, but we need to develop our own form of regional home rule; nobody can do it for us. We can, however, learn from the growth-management strategies enacted by different state governments (e.g., Florida, New Jersey, Oregon) and by metropolitan regions (e.g., the seven counties surrounding Minneapolis and St. Paul which have had a form of metropolitan government for more than 20 years, and three counties in the Portland, Oregon area, which have formed a metropolitan government).

BV2020 Nov Meeting

area and you're more and
s or parcel of open space that's
Alliance. We've been in this business
involved in many triumphs, including
watershed lands, Santa Clara farmlands,
nd, and Napa vineyards. Altogether,
of farmland and
40r

*A*mong the strategies adopted in other states that appear particularly useful are “consistency,” “concurrency,” and “compactness.”

sixteen

“Consistency” means simply that state, regional, and local plans must be developed so as to be consistent with each other. “Concurrency” means that infrastructure to serve new development (roads, sewers, schools, etc.) must be in place or funded concurrently with the opening of the new development. “Compactness” means that urban sprawl patterns are not permitted, through such means as use of urban growth boundaries.

*A*s a region we can do much to manage our own growth, but we must also have strong state policies and strategies.

seventeen

In all states that have progressed toward better growth management, strong state leadership has been an essential component.

*S*tate leadership and changes in state law are needed, particularly to change the fiscal pressures on land use.

eighteen

State taxation policies, exacerbated by the passage of Proposition 13 in 1978, and the limitations it imposed on property taxes, directly affect land use. Local governments increasingly zone land to produce the maximum in property, sales, and other tax revenues, even when this conflicts with long-range planning objectives. Local

governments say they have no choice but to do this if they are to have money for the public services they must provide. This process is sometimes called the “fiscalization” of land use. Its results include competition among local governments to use land so as to produce high tax revenues, and a desire to avoid building housing, particularly housing for low-income people.

State leadership is needed in other areas as well, such as helping to revitalize our central cities.

nineteen

This means improved public schools, an end to homelessness, adequate health care, etc. Solutions to these problems require federal, state, and local efforts that can be helped by more effective regional governance.

As we have noted before, our assignment was not to propose specific remedies in these areas, but rather to assure that any changes we recommend in regional governance can help in finding solutions. We have, however, specifically considered whether any regional change in school district organization would be helpful. We conclude that it would not—current emphasis is on reducing the size of large school districts, not on increasing it. But we strongly recognize the importance of improving our public schools if we are to maintain the quality of life we seek for the Bay Area.

Water supply will more and more be a matter of Bay Area concern.

twenty

No single agency provides water, or plans water supplies, for the entire region. Instead, 67 different agencies do this for their parts of the region. Some of these agencies are quite small, but others are large—the San Francisco Water Department, for example, and the East Bay Municipal Utility District. Some parts of the region appear to have adequate water supplies, but others have sometimes stopped development because they have no water available for new hookups. These conditions are aggravated by the current drought, but even in years of normal rainfall there will be questions about the availability of water to meet current needs and to support new growth. Regional aspects of water supply will be of increasing importance. Water supply agencies should continue to be utilities supplying an essential commodity; they should not be the planners or determiners of growth or where it should or should not go, but they should participate fully in regional planning and decision-making.

Earthquakes are inevitable in the Bay Area and they do not respect municipal or county boundary lines.

twenty one

At the time of a major earthquake, our regional interdependence is obvious. The steps that we can take to prepare ourselves now and to assist each other in times of emergency require regional planning and the capacity to mobilize our resources on a regional basis.

Finally, if we do not become more effective than we currently are in dealing with our regional problems, we will lose that specialness of which we are all so proud.

twenty two

Our open space will continue to vanish and our urban areas will become increasingly formless and incoherent. Our traffic congestion and our commute times will grow worse as we come more and more to resemble Southern California. The search for affordable housing will distort our living patterns, and decent housing reasonably close to where we work will be an unfulfilled wish for many of us.

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of the Electric Company

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Group
or-SF Office
pany, Inc.

Y
ration

BAY AREA COUNCIL

Dr. Ira Michael Heyman, Chairman
Commissioners
Bay Vision 2020
Five Third Street, Room 1014
San Francisco, CA 94103

Dear Chairman Heyman and Members of the Commission:

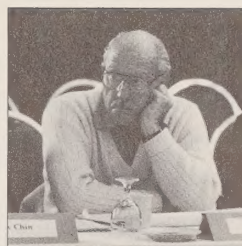
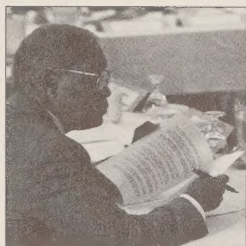
As you know, the Bay Area Council is a co-convenor of your Commission. We again commend your work and your vision. We appreciate your comment on your working draft report, and we will be helpful to you. Detailed comments will summarize our concerns.

First, we

poor and of color live in our central
In the year 2020, we look to a
with more job and housing choices
economic opportunity and achievement
are not linked to skin color or a
heritage. Even if job opportunities are



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Values and Goals

The Commission has developed a general vision of what life can be like for all Bay Area residents in 2020. This general vision incorporates basic elements—who we are, the communities we live in, our surroundings, the continued likelihood of our population growth, etc.—and also specific goals and objectives. First, the basic elements:

*O*ur Environment

All of us in the Bay Area are trustees of a special place of great natural beauty and environmental diversity. These qualities are fragile, however, and are threatened by our seeming inability to manage population growth so as to maximize its benefits and minimize its adverse impacts. The specialness of this place needs to be protected for ourselves and for future generations.

*O*ur People

The diversity of those who live here is part of our specialness. By the year 2030, no one racial or ethnic group will be a majority in the nine-county Bay Area. Population projections indicate that our diversity with regard to race, ethnicity, and personal lifestyle will continue to increase. Our diversity needs to be a building block out of which we fashion harmonious communities of shared purpose and equal opportunity. Our ability to have that diversity reflected in all the places where we live and work will, like our natural environment, be a mark of our quality of life.

*O*ur Economic Well-Being

Growth in our economy and growth in our population have gone hand-in-hand. A highly skilled labor force and well-managed businesses serving local, national, and international needs have contributed to a healthy Bay Area economy. That economy needs the support of wise public policies if it is to continue to produce jobs for current and future residents.

The health of the Bay Area economy is linked to the same factors that affect each of us as individuals: clean air, good schools, safe communities, affordable housing, pure and plentiful water, good public transportation, uncongested highways, and protected open space are all indicative of a good place to live and a good place to do business.

*O*ur Communities

The way in which we live in the Bay Area does not follow a random pattern. More of us who are poor and of color live in our central cities. In the year 2020, we look to a Bay Area with more job and housing choices, where economic opportunity

and achievement are not linked to skin color or cultural heritage. Even if job opportunities are more equitably distributed, and affordable open housing is more available in both our large and our small cities, many of us will still choose to remain in or relocate to central cities. That choice must be open to all of us, without regard to race, ethnicity or economic status. But that choice will be possible only if our central city schools truly educate our children, if good health care is available to all, and if our neighborhoods are safe and drugfree. We do not consider these concerns to be pious expressions of the good life, but rather goals we must achieve, worthy of our best efforts at all levels of government and in all our private endeavors. Without such achievement, we risk having a Bay Area increasingly divided into estranged enclaves of rich and poor.

*O*ur Growth

Our population continues to grow and so does our economy, and this growth has consequences both good and bad. The Commission's central recommendation is that, as growth continues, it needs to be managed so as to ensure its positive aspects and minimize its negative impacts. Economic growth has enriched our cultural life and our educational opportunities, and has brought many of us a high degree of economic prosperity. But this growth has also been accompanied by a loss of valued open space, by congestion of our highways, by unacceptable levels of air pollution, by a rapid escalation in the price of housing, and by an aggravation of water quality and supply problems. In the future, our growth must be consistent with the availability of resources and infrastructure. Growth can be managed so as to protect and improve our natural and our human environment. But without effective growth management, our Bay Area quality of life will deteriorate. As the population grows, housing and the places where people work within the region should be sited and phased so that growth does not exceed the capabilities of natural resources, does not exceed the capacities of ecological systems, and does not degrade environmental quality.

Commission members, and people who commented to the Commission on its draft report, believe the question of population growth is an extremely important issue, even though there is no agreement about it. Some people seek to discourage growth so as to keep population within a regional “carrying capacity” and thus to protect natural resources. Others believe that growth produces substantial benefits and should not be discouraged. Still other people say there is no choice but to expect population growth and to work to mitigate any harmful effects it may have. There is, however, a Commission consensus that (a) all efforts to plan for and manage growth must proceed with fairness to, and full participation by, all racial, cultural, and economic groups; and (b) the proposed new Regional Commission will need to deal with population issues as central to its planning. Intensive analysis will be needed regarding the region’s population projections, the impacts of population growth on natural resources, and the relationship of population growth to economic vitality.

*O*ur Common Concerns

In the nine-county Bay Area, we are not only bound together by the Bay but also by our daily crossing of political boundaries for purposes of work, housing, commerce, recreation, and education. City and county boundaries drawn years ago, during far different times, make government increasingly difficult. The Bay Area needs a better balance than now exists between the interests of the region and the interests of individual communities. We have strong governments to speak for local interests. But our current regional agencies, such as the Bay Area Air Quality Management District and the Metropolitan Transportation Commission, are limited by the single-purpose nature of the laws that created them. While preserving our local government decision capacities, we must give ourselves a new regional capacity to debate, decide, and implement regional policies affecting the economy, the environment, transportation, and land use. And on certain issues that are multi-jurisdictional but not necessarily regional in scope, there is a need for subregional groups of cities and counties, bringing together those local governments most affected by the issue at hand.

The Bay Area as a World Center

We are the trustees of the place where the United Nations Charter was signed. Now the Bay Area is increasingly a gateway to the nations of the Pacific Rim. We want the Bay Area to continue to be both a place of value to the people who live here and also a place where world leadership gathers to pursue issues of peace, human development, world commerce, and protection of the environment.

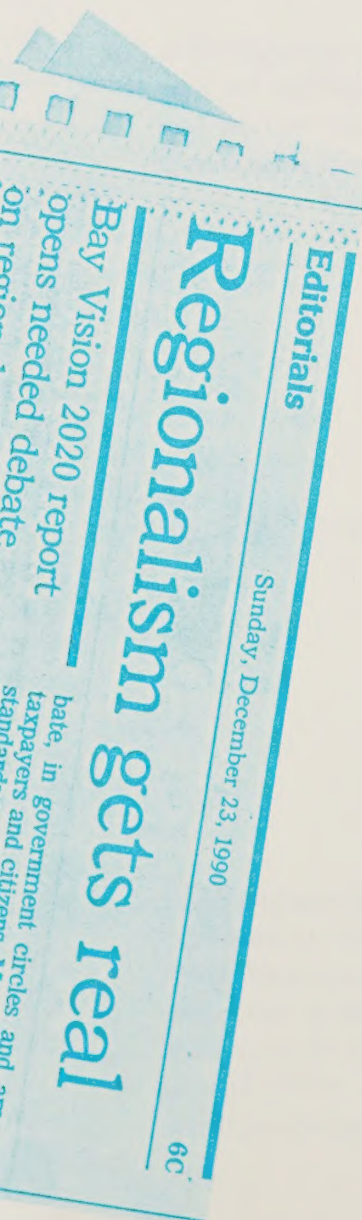


Our General Vision of the Bay Area by the Year 2020

The Land – Urban Areas and Open Space



■ Our urban areas would be distinct from our countryside. Urban areas would have established boundaries, and all urban development of a residential and commercial character would take place within them. New, more effective steps would protect permanent open spaces and agricultural lands. Our growth would be managed so that new development takes place wherever possible within already-urbanized areas. Where currently undeveloped areas are set aside for planned new growth, the areas need to meet the test of being within regionally-agreed-upon urban growth boundaries.



Urban growth boundaries, within which the free market would operate, would encourage coherent development for the region. Consistent with the region's compact growth policy, boundaries would be drawn to provide sufficient developable land during a specific time period. Within the boundaries, policies would be adopted to achieve expeditious approval of appropriate development; outside the boundaries, open space would be maintained. Toward the end of the established time period, the new Regional Commission would determine whether changes in the boundaries are needed. Changes would be allowed only where necessary for compact development, and only where consistent with the protection of natural resources.

■ Within urban areas there would be adequate and appropriate open space for recreation and to serve as "lungs" for our urban life. Outside of urban boundaries, we would carefully manage open space resources. These resources include agricultural lands, recreational lands and waters, wetlands, wildlife habitats, and other protected areas of special environmental importance and sensitivity. Open spaces of a non-urban character would be off-limits to urban development.

■ To accommodate population and employment growth within the boundaries of urban areas, and to create the population base for feasible mass transit, there would be some increase in the density and mix of housing and business areas. Within urban areas, adequate supplies of land would thus be maintained for commercial, industrial, and residential development.

New housing and business areas can also be created in already established urbanized areas by filling in smaller, passed-over sites, and by encouraging the redevelopment of older areas for new purposes. In pursuing such policies, we can avoid unnecessary development of open space and can often use existing infrastructure, with significant cost savings.

■ The San Francisco Bay-Delta Estuary including its wetlands, rivers, streams, and creeks would be restored as a healthy, ecologically diverse, and productive natural resource, protected and valued as essential to the environmental and economic well-being of the region.

- The sound management of solid and hazardous waste through source reduction, recycling, and disposal is an important aspect of our concern for the land.

*W*ater Management



The continued health and well-being of the Bay Area depends upon an adequate water supply of high quality. The management of our water resources would assure:

- Compliance with federal and state laws affecting water quality and treatment.
- Planning of water supply, including water conservation, water storage, reclamation, and the potential for desalination, to assure adequacy and high quality.
- Placement of infrastructure for water supply and treatment so that it supports development in areas designated for urban growth and not in protected, undeveloped areas, outside of urban boundaries.
- Protection of watershed lands and aquifers.
- Management of waste disposal so as not to impair the quality of water supply, the Bay-Delta Estuary, and the waterways of the Bay Area.

*T*he Air



The Bay Area would have year-round healthful air. There would be full compliance with federal and state clean air laws and the capacity to implement these clean air laws consistent with the special conditions of the Bay Area.

*H*ousing



All parts of the Bay Area would have housing in a variety of price ranges, affordable and available to all segments of the Bay Area's population. Communities would provide their fair shares of affordable housing for all of our population, through appropriate land use planning and incentives. Financial help would be available to households and to local governments so that those with little or no income could also be adequately housed.

People would be able to find good-quality, affordable housing in reasonably close proximity to their workplaces. The search for affordable housing would no longer force workers in the nine-county Bay Area to live at the periphery of these counties and in adjoining areas. The cost of this sprawl in fouled air, congested roads, loss of irreplaceable land resources, wasted energy, and strain on young and growing families, is a cost we would no longer bear as a region.

*T*ransportation



The Bay Area would have an efficient, energy-conserving, convenient, reasonably-priced, and integrated transportation system combining the best of public and private resources. The system would emphasize the use of carriers that are non-polluting.

To meet our goals of clean air and relatively-uncongested highways, a significant reduction will be needed in trips, particularly by single-occupant vehicles propelled by internal combustion engines. Bay Area transportation planning is required by federal and state law to address such reductions, which will be more achievable if some residential densities are increased and if the balance of jobs and housing in urban areas is improved.

Transportation and land use decisions would be supportive of each other and consistent with clean air objectives. Transportation infrastructure would not be an independent stimulant to land use development. Mass transit would be available to population and work centers; in more sparsely-populated rural areas, however, roadways and private vehicles will remain the primary means of transportation.

Air travel is an essential aspect of our private lives as well as of the region's economy. Regional aspects of airport development would be planned in accordance with other regional objectives.

*O*ur Cities and Their Residents



We are largely an urban people in the Bay Area and most of us will continue to live in cities, large and small. These cities are rich grounds for commerce, for the exchange of ideas, and for much that we are proud of as a civilized community.

At the same time, serious problems exist in low-income, run-down communities, mostly in older cities, that adversely affect the general quality of life and opportunities for economic growth in the region. But the major adverse impact of these problems is on the residents of these communities. Regional decision-making that encompasses only environmental issues, transportation, housing, and revenue-sharing, is not likely to deal fully with the issues that are of central concern to inner city residents, particularly those of color.

Livable urban areas would thus, in 2020, be places that invite residence by newcomers as well as those who currently live in central cities. The next phase of regional planning, in seeking more compact forms of infill and development, would find a balance between the needs of newcomers to central cities and those who live there. It will not be easy. But a Bay Area that works better for all of us must not be built at the expense of those who live in the communities where change will occur.

The Commission believes that a new regional agency can be helpful in decisions affecting social issues, even though these issues are specifically local or are largely the responsibility of federal and state governments. A new regional agency cannot avoid a concern for the livability of central cities and the well-being of their residents. The agency would provide a forum for the discussion of these issues and in the process, people throughout the region would better understand the importance of solving central city problems. Moreover, central city people would be among those making policy for the regional agency.

At the heart of the Commission's concern for inner cities and their residents is the understanding that in specific and sometimes subtle ways we are all linked to each other in the Bay Area. Without livable central cities (as reflected at least in good schools, affordable shelter, adequate child care, access to jobs and safe streets), those who live in the center will remain disadvantaged and others will continue to avoid living in urban centers. If our urban centers do not become more hospitable places for all of us, and the move to suburbs and the periphery of the region continues, the effort to manage growth while protecting our environment is almost certain to fail.

The Economy



A strong Bay Area economy produces the full employment and incomes fundamental to our well-being as a region and it produces the tax revenue that supports a variety of beneficial public activities. A vibrant economy is thus essential to the Bay Area's quality of life.

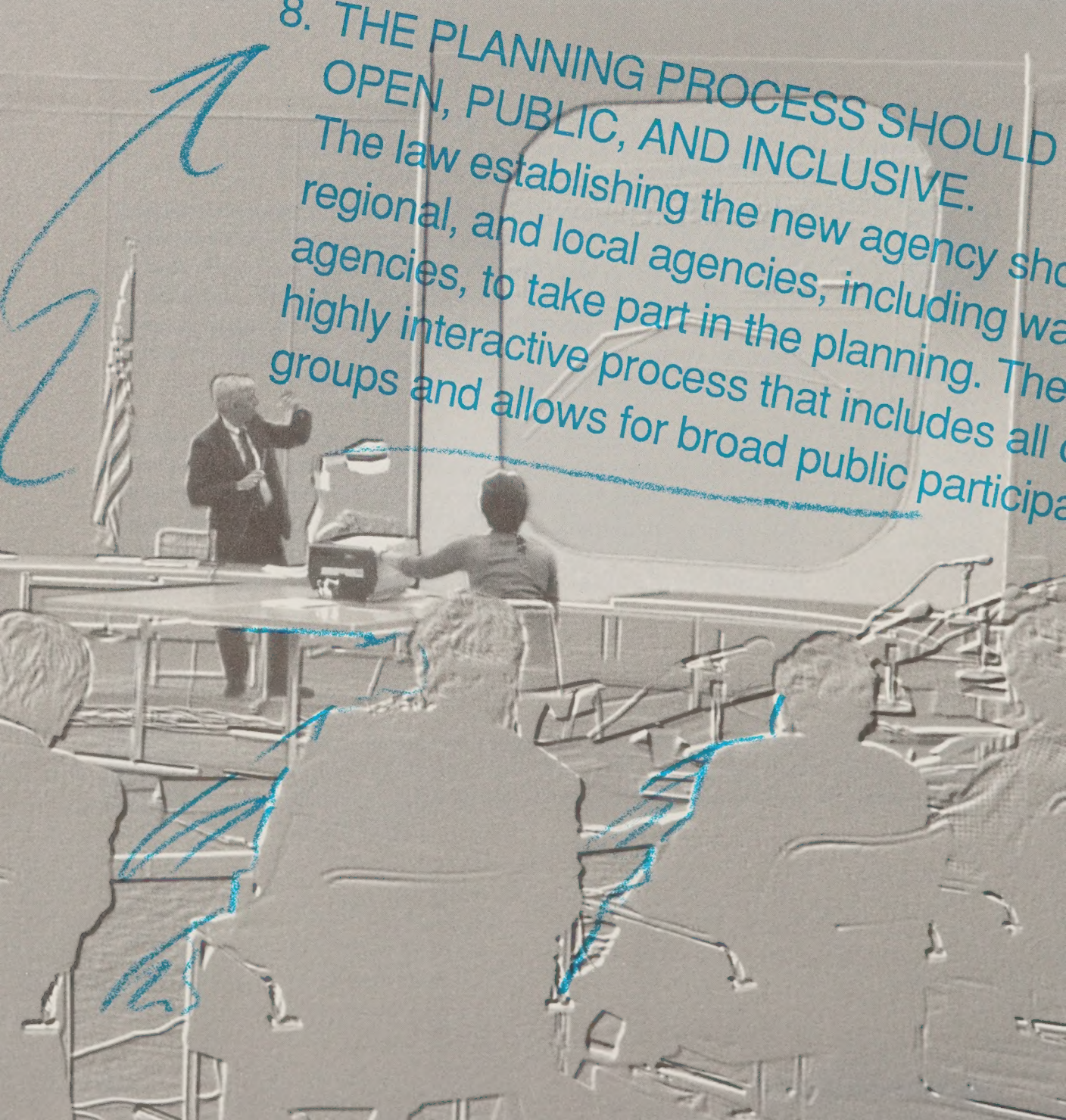
Governing the Region



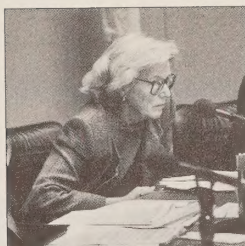
The values we put forward to guide us in protecting our environment while managing the Bay Area's growth lead us to recommend a governing capacity for the region that we do not currently have. There are interdependencies in all the critical areas that we have been charged with examining (e.g. the economy, transportation, housing, land, air, water) and these interdependencies require a regional governing framework where necessary cooperation can be assured, creative agreements reached, trade-offs considered, and appropriate authority exercised.

This new regional governing framework would give us capacities appropriate to our regional interdependencies. But it would not replace the role of local government in providing individual services and protecting local community identity and vitality. And subregional arrangements among local governments, where appropriate, would be encouraged. But for the first time, the Bay Area would also have a governing potential to match the extent of its geography and the intertwining of its regional problems.

8. THE PLANNING PROCESS SHOULD
OPEN, PUBLIC, AND INCLUSIVE.
The law establishing the new agency should
regional, and local agencies, including water
agencies, to take part in the planning. The
highly interactive process that includes all of
groups and allows for broad public participation.



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is a
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Regional Governance

*P*resent regional governance is inadequate.

one

The Bay Area needs a democratic, accountable, responsive political structure to link and integrate the policies of our many single-purpose agencies. What we have now is sometimes described as “vertical” government—an array of separate, special-purpose agencies in such areas as air quality, water quality, transportation, etc. But there is no “horizontal” agency to reflect the many ways in which the region is interdependent. (ABAG is a voluntary association of local governments and is without authority to make binding decisions on regional issues.) And, despite the best efforts of individual governing boards and staffs, there is no single place where complex regional issues can be considered, decisions made, and policies carried out. Our present system of regional governance is not sufficient to achieve the Commission’s goals for the year 2020.

A state/regional/local policy for growth management is needed.

two

The Commission's vision for the Bay Area in 2020 includes (a) effective *state* policies for managing growth and change; (b) a *regional* agency, as described below, created by state legislation in the year 1991-92 legislative session, and (c) strong *local* governments acting consistently within approved regional plans. (At a minimum, state policies are needed to reduce the tax pressures that "fiscalize" land use and to provide financing methods for the infrastructure needed to serve a growing population.) Despite the importance of new state policies, a regional agency for the Bay Area can begin to function without waiting for their enactment.

For the Bay Area, we need a more integrated governing system.

three

Our goal is to bring coherence to regional planning and regional decision-making, to increase the effectiveness of regional agencies and of local governments. We strongly believe in maintaining the integrity of existing local governments and their autonomy over local decision-making.

A new nine-county Regional Commission (RC) should be created by consolidating existing agencies.

four

The RC would combine, at a minimum, the functions of the Bay Area Air Quality Management District, the Metropolitan Transportation Commission, and the Association of Bay Area Governments. The consolidated regional agency would have a new governing board replacing the governing bodies of the three merged agencies. The merger would link, in one agency with one new governing board, responsibility for regional air quality, regional transportation, and regional aspects of land use; it would also make possible effective planning and actions for other, related matters.

Other regional agencies should be considered for later consolidation into the new Regional Commission.

five

These could include the San Francisco Bay Regional Water Quality Control Board, the Bay Conservation and Development Commission, and other single-purpose agencies acting on issues of regional concern. This later consolidation could also include waste management.

Some Commission members believe that additional agencies should be added from the start. Others believe that it is particularly important to include the Regional Water Quality Control Board as soon as this can be done—if not from the beginning, then at least within 3 or 4 years. Still others believe that consolidating three major agencies would be an important beginning, and that with these three, the new Regional Commission would have a substantial workload. All agree that, at a minimum, the Commission should be required to study and report on the advisability of adding more regional responsibilities. This study would emphasize the importance of a systems concept for better decision-making, and would seek to determine whether this requires the merger of more agencies or a method insuring their participation in comprehensive regional planning, and their compliance with the resulting plans.

The Regional Commission would do the following:

six

- Administer the air quality laws now the responsibility of the Bay Area Air Quality Management District;
- Administer the transportation programs now the responsibility of the Metropolitan Transportation Commission;

- Administer regional “fair share housing” programs and other legally-mandated responsibilities of the Association of Bay Area Governments;
- Develop a process for effectively integrating the work currently being done by the three agencies; and
- Prepare a regional plan to achieve the Commission’s goals for the Bay Area in the year 2020. The statement of goals in the preceding section of this report sets forth the policies and objectives to be used in preparing this plan.
- But the RC would not operate or construct such things as transportation systems; operating agencies would continue their present functions.

The Regional Commission should complete its regional plan no later than the end of its third year, and should then submit its plan and recommendations to the Governor and the Legislature.

seven

At the end of the planning period the RC would continue to carry out the responsibilities of the three merged agencies. It would also request any additional authority necessary to carry out its regional plan. If the plan is approved by the Governor and the Legislature, and if the additional authority is likewise approved, the RC would then implement the plan.

Some Commission members believe that the initial enabling legislation should provide for the RC to prepare a plan, adopt it, and then begin carrying it out. Under this proposal, the Commission would need no additional authority to disapprove local actions inconsistent with the plan. Similarly, the RC would be able to insure that local decisions do not prevent development specified by the plan. Authority to carry out other aspects of the plan, such as sharing of tax revenues, would clearly require additional state legislation.

The planning process should be open, public, and inclusive.

eight

The law establishing the new agency should require state, regional, and local agencies, including water supply agencies, to take part in the planning. The goal is a highly interactive process that includes all concerned groups and allows for broad public participation.

The regional plan would not be a detailed land-use plan.

nine

Rather, it would set standards for meeting regional needs, e.g., jobs-housing proximity, urban/open space boundaries, areas for new infill development, affordable housing targets, water supply, and criteria for siting facilities such as airports and solid waste landfills, which are necessary but might be locally undesirable.

In its planning, the Regional Commission should make the maximum use of the general plans adopted by cities and counties.

ten

The new agency should also encourage “subregional” planning—efforts by groups of cities and counties to plan in more detail for their parts of the Bay Area. Some of this planning will involve joint efforts by a county and the cities within it. One such approach is embodied in the new countywide Congestion Management Program agencies. Subregional planning for transportation and housing will often require working with counties contiguous to the nine-county Bay Area. In any event, effective subregional planning will be an essential component of effective planning for the region.

Sand -
Air -
Water -
Transportation -

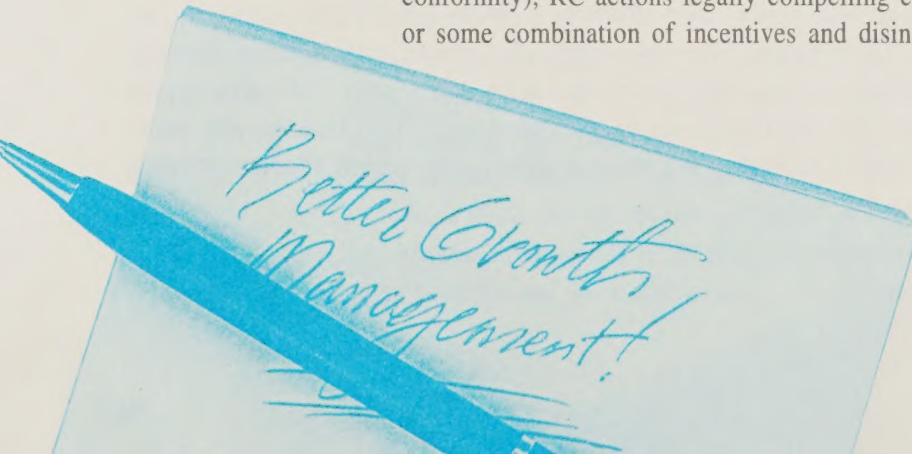


As a part of its work, the Regional Commission should recommend measures necessary to carry out the regional plan.

eleven

The Commission should:

- A. Recommend appropriate subregional decision-making within the policies of the regional plan.
- B. Recommend procedures by which, once the regional plan has been approved, cities, counties, Local Agency Formation Commissions, and other governmental units would bring their plans into conformity with it. When the RC has approved a local plan as being in conformity, the local government would have total authority to carry out its plans, subject only to appeals to the RC if the approved plan is not being fully followed. (This provision would take effect after the RC's plans and recommendations had been approved by the Governor and Legislature or, alternatively, after the Commission itself has adopted a plan if this is allowed by the initial enabling legislation.)
- C. Recommend actions to be taken if a local government does not carry out its own plans in conformity with regional goals. This could include financial penalties (e.g., withholding tax revenues resulting from any new development not in conformity), RC actions legally compelling compliance, additional incentives, or some combination of incentives and disincentives.



The Regional Commission should also advise on three additional matters that, to be carried out, would require new state legislation.

twelve

The Commission should:

- A. Recommend the best and fairest means for regional sharing of tax income from commercial, industrial, and high-cost residential development.

Some Commission members believe that, as a practical matter, tax-sharing is feasible only for revenues resulting from new development. Others believe that, because of present inequities, it is also important to consider the tax revenues cities and counties receive from prior development. All agree that this is an extremely important, and extremely difficult, issue.

- B. Recommend whether other agencies should be merged into the RC and, if so, when and how; and

- C. Recommend whether the governing board of the RC after the initial planning period should be directly elected or appointed.

Some Commission members believe that the governing board of the RC should, from the beginning, be directly elected by districts in the Bay Area. Others believe that the RC should eventually be directly-elected, but that designing an election process would delay the RC's planning work. Thus our recommendation is for an appointed Regional Commission for the initial planning period, with serious consideration of an election system to follow.

If a clear, fair process can be devised, the Regional Commission should, during its three-year planning period, have authority to allow or deny developments of regional importance.

thirteen

These are projects determined by a majority vote of the Commission to have regional impact because of their character, size, or location. The kinds of development to be included need further definition. The authority should be limited to such things as annexations or expansions of existing spheres of influence and urban service areas, local general plan amendments resulting in a reduction of residential densities or designation of residential land for commercial use, large-scale commercial development projects not accessible by mass transit, major transportation projects, large-scale conversions of existing open space, and establishment of multi-county landfill sites.

Some Commission members do not agree with this proposal, believing that it would result in delaying worthwhile projects, particularly as initial standards are being developed. Others support the idea as necessary to insure that major aspects of the regional plan are not compromised before the plan can be completed. All agree that (a) there should be no moratorium on development while the plan is being prepared, and (b) clear standards are needed to determine which projects would be reviewed by the RC and how they would be reviewed expeditiously.

Initially, the governing board of the Regional Commission should be appointed.

fourteen

But, as explained above, after the three-year planning period, there should be consideration of an elected board.

The criteria for appointing the initial governing board of the Regional Commission should be as follows:

fifteen

- The board should reflect the racial, ethnic, social, and income diversity of the Bay Area. It should also reflect the region's inner cities, suburbs, and rural areas.
- Each of the nine counties should have at least one representative. Because larger areas should have representation generally reflecting the size of their populations, the governing board would be relatively large; a board of 35-40 people would not be unworkable.
- People appointed to the governing board should be able to devote adequate time to the agency's work, and should not have alternates. Board members should be paid for their work.
- The governing board should consist partly of locally-elected officials (county supervisors and city mayors and council members) and partly of people chosen from the public at-large. All people appointed to the Commission should have experience with issues of regional concern.

In its draft report, the Commission proposed that the governing board should consist half of locally-elected officials and half of public representatives. Many local officials say that the governing board should be made up primarily or entirely of local officials, in part because the governing boards of the BAAQMD, MTC, and ABAG now consist almost entirely of local officials.

In its subsequent discussions, the Commission agreed that a governing board consisting of about 60 percent local officials would be reasonable.

■ To insure that the appointments to the governing board reflect the region's diversity, appointments should be made by a single appointing panel. This panel could make all the appointments—local officials and public representatives—or local officials could be selected by their peers and the panel could appoint only the public members.

■ The appointing panel should consist of 10 residents of the nine-county Bay Area. Five would be locally-elected officials chosen by the Association of Bay Area Governments. One panel member would be appointed by the Governor, one by the President Pro Tem of the State Senate, and one by the Speaker of the Assembly. The other two panel members would be people of community stature and broad regional perspective. The appointing panel would choose a chair and vice chair for the governing board. After making its appointments, the panel would meet again only if needed to fill vacancies on the governing board.

A state appropriation for the Regional Commission's planning period should be sought unless ...

sixteen

a detailed budget review demonstrates that there would be sufficient cost savings in the merger of the BAAQMD, MTC, and ABAG to fund the work of the new agency.

Background

Participants

The Bay Vision 2020 Commission discussed growth management and regional issues with the following:

- John Barrows** — Former chief administrative officer, Marin County.
- Richard Bate** — National Housing Planning Council of England.
- Leo Bazile** — Oakland city councilman.
- Lewis Butler** — President, California Tomorrow.
- Bruce Cain** — Professor and associate director, UC Berkeley Institute of Governmental Studies (IGS).

- Lawrence Dahms** — Executive director, Metropolitan Transportation Commission.
- John DeGrove** — Professor and director, Florida Atlantic University/ Florida International University Joint Center for Environmental and Urban Problems; architect of Florida's 1985 Growth Management Act.
- Rod Diridon** — Supervisor, Santa Clara County, and 1989-90 chair of MTC.
- Milton Feldstein** — Executive director, Bay Area Air Quality Management District.
- James Guthrie** — Professor, UC Berkeley, Graduate School of Education, and co-founder of Policy Analysis for California Education (PACE).
- Randy Hamilton** — IGS visiting scholar, and former dean, Golden Gate University.
- Victor Jones** — Professor emeritus, UC Berkeley Political Science Department.
- Todd Kaufman** — Principal consultant, State Assembly Office of Research.
- John T. Knox** — Former Assembly Member from Richmond, former chairman of the Assembly Local Government Committee, and author of regional government legislation in the 1960s and 1970s.
- Eugene Lee** — Professor emeritus, UC Berkeley Political Science Department, and former director, IGS.
- Richard LeGates** — Professor, San Francisco State University Urban Studies Department.
- Scott McCreary** — Environmental policy consultant; lecturer in UC Berkeley Landscape Architecture Department.
- Michael McGill** — Executive director, Bay Area Economic Forum.
- Larry Orman** — Executive director, Greenbelt Alliance.

- Neal Peirce** — Nationally-syndicated urban affairs writer.
- Jane Pisano** — President, The 2000 Partnership, Los Angeles.
- Henry Richmond** — Executive director, 1000 Friends of Oregon.
- Stan Scott** — Retired assistant director, IGS.
- SEDCORP** — The Solano Economic Development Corporation, organized a presentation that included Congressman **Vic Fazio**; Assembly Member **Tom Hannigan**; **John Adams**, vice chairperson of Fairfield Vision 2020; **Frank Andrews**, chair of SEDCORP and one of the county's major developers; **Tom Barron**, representing a consortium proposing a toll road in the county; **Bob Berman**, president of the Solano County Farmlands and Open Space Foundation; **Brice Bledsoe**, secretary-manager of the Solano Irrigation District; **Bill Carroll**, mayor of Vacaville; **Pat Daniels** of the Messenger Group; **Norman Repanich**, SEDCORP president; and **John Taylor**, Environmental Management Program director and LAFCO officer.
- Angelo Siracusa** — President, Bay Area Council.
- Steven Thompson** — Director, State Assembly Office of Research.
- Revan Tranter** — Executive director, Association of Bay Area Governments.
- Carol Whiteside** — Mayor, City of Modesto.

Special papers were prepared for the Commission by:

- Ed Blakely** — Professor and chair, Department of City and Regional Planning, UC Berkeley.
- Alex Saragoza** — Professor and chair, Center for Latin American Studies, UC Berkeley.
- L. Ling-chi Wang** — Professor and chair, Department of Ethnic Studies, UC Berkeley.

*C*ommission Origin

The origins of the commission lie in the 1989 efforts of two groups, working initially without knowledge of each other, to spur efforts toward more effective regional decision-making in the Bay Area. After having considered a number of things that might be done, each group concluded independently that the most promising next step would be formation of a blue-ribbon citizen commission to analyze current trends in the Bay Area, propose a vision for the future, and make specific recommendations to achieve that vision.

The first group was initiated by the chair of the Metropolitan Transportation Commission, Supervisor Rod Diridon of Santa Clara County. He was joined by the chair of the Association of Bay Area Governments, Mayor Warren Hopkins of Rohnert Park, and by successive chairs of the Bay Area Air Quality Management District, Supervisor Susanne Wilson of Santa Clara County and Councilmember Shirley Campbell of Hayward. In addition, the local government convenors of the BAY VISION 2020 Commission include the chairs of the nine county boards of supervisors; the mayors of Oakland, San Francisco, and San Jose; representatives of the cities in each of the 9 counties; and the president of the League of California Cities.

Simultaneously, a group of leaders of business and environmental groups were meeting under the auspices of the Regional Issues Forum, which is sponsored jointly by the Bay Area Council and the Greenbelt Alliance. As the two groups became aware of their joint interest in establishing a citizen commission, they developed an agreement by which they worked together to select and recruit members of the Commission. Leaders of the Regional Issues Forum include Angelo Siracusa, president of the Bay Area Council, and Larry Orman, executive director of the Greenbelt Alliance.

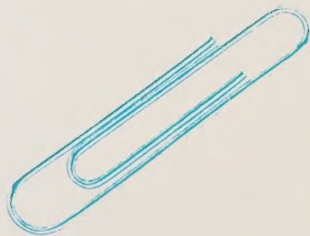
*M*anagement

Management services have been provided to Bay Vision 2020 by the California Environmental Trust, a state-wide, non-profit 501(c)3 organization, incorporated in 1985.

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Our report
is thus
a beginning;
not an end...



shortages of affordable housing, loss of valued open space to urban sprawl, predictable air pollution, and deterioration of our economic base."

Ira Michael Heyman

BAY VISION 2020
COMMISSION

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